

Message Text

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PAGE 01 ABIDJA 09053 292224Z
ACTION AID-31

INFO OCT-01 AF-10 ISO-00 MMO-01 /043 W
-----035218 301405Z /14
R 281220Z SEP 78
FM AMEMBASSY ABIDJAN
TO SECSTATE WASHDC 592

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FOR AA/AFR GOLER MUTCHER FROM STEARNS

E.O. 11652: N/A
TAGS: AFSP, AODE, IV
SUBJECT: ROLE OF REDSO/WA

REF: (A) STATE 242921, (B) STATE 195465, (C) ABIDJAN 5041

1. MY DESIRE TO DISCUSS THE NEW ROLE YOU ENVISAGE FOR REDSO IS INTENDED TO BE HELPFUL TO YOU AND REDSO, NOT THE REVERSE. REDSO'S EARLIER RESPONSIBILITIES FOR THE PLANNING, DESIGN AND IMPLEMENTATION OF PROJECTS IN WEST AFRICA HAVE BEEN SCALED DOWN OR ELIMINATED. THE DECISION WAS MADE BY AID/W TO VEST THESE FUNCTIONS IN MISSION DIRECTORS IN RECIPIENT WEST AFRICAN COUNTRIES AND INCREASE THEIR STAFFS ACCORDINGLY. IN THESE CHANGED CIRCUMSTANCES, REDSO, WITH MY CONCURRENCE, IN MAY PROJECTED A FY 1979 CEILING OF 36 POSITIONS AND SIGNALLED THE POSSIBILITY OF FURTHER REDUCTIONS (REFTEL C) DEPENDING ON WHERE AID/W DECIDED TO PLACE RESPONSIBILITY FOR SAHEL DEVELOPMENT PLANNING.

2. WITH THE ARRIVAL OF REFTTEL B IN AUGUST, HOWEVER, A NEW REDSO MANDATE BEGAN TO EMERGE. THIS WAS DEFINED AS (A) TECHNICAL SUPPORT TO OTHER AID MISSIONS AND (B) SUPPORT TO SELECTED WEST AFRICAN REGIONAL ORGANIZATIONS. THE PROJECTED TABLE OF ORGANIZATION FOR THIS NEW REDSO ASSUMED THAT MODE CLEARANCES CONCERNED ONLY TOTAL NUMBERS WITHOUT REGARD FOR EXAMINATION OF SPECIFIC FUNCTIONS.

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THE CREATION OF TWO SENIOR DEPUTY DIRECTOR POSITIONS IN REDSO -- ONE FOR TECHNICAL SUPPORT AND THE OTHER FOR REGIONAL AFFAIRS -- SUGGESTED THAT FURTHER INCREASES IN REDSO STAFFING WERE ENVISAGED.

3. AT THIS POINT SEVERAL QUESTIONS ARISE. IF THE NEW REDSO HAS, AS YOU OBSERVE (REFTEL A), A CRITICAL ROLE TO PLAY IN AID'S EXPANDING PROGRAMS IN WEST AND CENTRAL AFRICA, THEN IT SEEMS TO ME

IMPORTANT TO DEFINE THE ROLE MORE CLEARLY THAN IT IS DEFINED IN REFTEL B. THIS IS PARTICULARLY TRUE OF REDSO'S WORK WITH REGIONAL ORGANIZATIONS, WHICH ARE THEMSELVES STRUGGLING TO DEFINE THEIR RESPONSIBILITIES. THIRTY-SIX POSITIONS MAY BE THE RIGHT CEILING FOR THE NEW REDSO, BUT IT DOES NOT AUTOMATICALLY FOLLOW THAT THE SIZE STAFF NEEDED TO DO ONE KIND OF JOB WILL BE APPROPRIATE FOR A VERY DIFFERENT ONE.

4. THESE AND OTHER RELATED SUBJECTS ARE THE ONES I WOULD LIKE TO DISCUSS WITH YOU IN WASHINGTON. YOU KNOW THAT I SUPPORT A STRONG REDSO WITH CLEARLY DEFINED RESPONSIBILITIES. YOU HAVE ASSIGNED A GOOD MAN TO TAKE OVER THE NEW REDSO IN GORDON EVANS. HE DESERVES, IN MY OPINION, A CLEARER MANDATE THAN REDSO RECEIVED IN REFTEL B, AND I DESERVE A CLEARER SET OF CRITERIA THAN IS CONTAINED THERE TO MAKE SENSIBLE JUDGMENTS ABOUT REDSO STAFFING.

5. REGARDING DAVID DIBBLE, I DO NOT WANT TO CREATE UNNECESSARY INCONVENIENCE FOR HIM AND HIS FAMILY. HIS QUALIFICATIONS LOOK VERY GOOD AND MY RESERVATIONS RELATE ONLY TO THE CREATION OF A SECOND DEPUTY SLOT. I SUGGEST, THEREFORE, THAT HE BE ASSIGNED TO ABIDJAN AS REPLACEMENT FOR RAY VAN RAALTE WITH QUESTION OF DEPUTY DIRECTOR TITLE HELD IN ABEYANCE PENDING OUR DISCUSSION.
STEARNS

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Message Attributes

Automatic Decaptioning: X
Capture Date: 01 jan 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 28 sep 1978
Decaption Date: 01 jan 1960
Decaption Note:
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 20 Mar 2014
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1978ABIDJA09053
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Expiration:
Film Number: D780399-1259
Format: TEL
From: ABIDJAN
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1978/newtext/t1978098/aaaaagls.tel
Line Count: 85
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, ON MICROFILM
Message ID: 4985e852-c288-dd11-92da-001cc4696bcc
Office: ACTION AID
Original Classification: LIMITED OFFICIAL USE
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 2
Previous Channel Indicators: n/a
Previous Classification: LIMITED OFFICIAL USE
Previous Handling Restrictions: n/a
Reference: 78 STATE 242921, 78 STATE 195465, 78 ABIDJAN 5041
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 22 apr 2005
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 1479673
Secure: OPEN
Status: NATIVE
Subject: ROLE OF REDSO/WA
TAGS: AFSP, AODE, IV
To: STATE
Type: TE
vdkgvwkey: odb://SAS/SAS.dbo.SAS_Docs/4985e852-c288-dd11-92da-001cc4696bcc
Review Markings:
Sheryl P. Walter
Declassified/Released
US Department of State
EO Systematic Review
20 Mar 2014
Markings: Sheryl P. Walter Declassified/Released US Department of State EO Systematic Review 20 Mar 2014